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DD/S&T# 3059-72

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17 JUL 1972

**MEMORANDUM FOR:** Chief, Administrative Support Staff/DD&T  
**SUBJECT:** Youth Study  
**REFERENCE:** DD/S&T #1965-72, 29 June 1972, same subject

1. The Special Projects Staff does not feel qualified to comment meaningfully on the Youth Study which was transmitted as an appendix to referenced memorandum. Because of the peculiar requirements of this organization we have but one or two officers who would qualify as part of the sample included in the study.

2. Notwithstanding the above, we would like to record as Agency managers certain of our feelings which we believe are of special importance. The first of these would speak to the question of immediate supervision. A study of the comments made by the young officers indicates quite clearly that a major criticism in all of the directorates has to do with first line management and supervision. We agree that this is an important management problem facing the Agency. In this Directorate especially there is the natural tendency to promote people of unusual technical competence to a position of supervision for which they are really not qualified. We believe that increased supervisory and management training should be made a matter of high priority within the Directorate.

3. We are somewhat surprised to note that the DD&T careerists are pessimistic over their prospects for the future in the areas of promotion and job advancement. If anything, we believe the DD&T professional is somewhat preferred in these areas at present and we wonder if their concern is the result of either unrealistic promises being made at the time of hiring or a lack of knowledge of the overall Agency system. In either case it seems that an active effort must be made by the Directorate to correct this problem.

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4. In almost all of the remaining points raised by the young officers who were interviewed, it would seem to me that better trained and better selected managers could solve the problems at a supervisory level. This tends to emphasize our point raised above that managerial training must be made a priority effort of the DDS&T at this time.



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✓ John Parangesky  
Chief, Special Projects Staff  
DDS&T

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